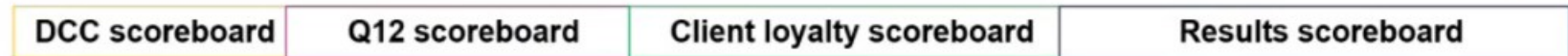
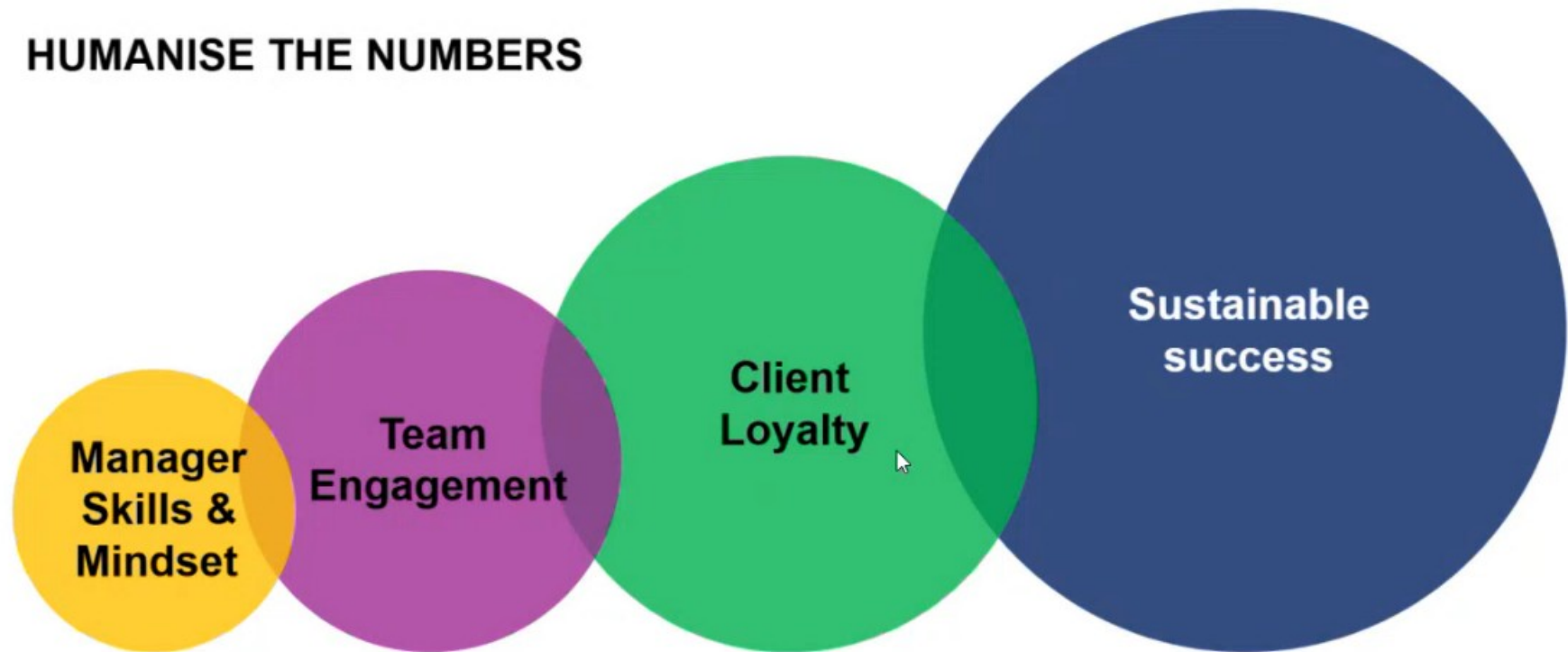


HUMANISE THE NUMBERS



The UK's Best Workplaces *beat the market* four times over

The employee experience is one of the strongest predictors of long-term business results. This track record proves the enduring impact of great culture, regardless of industry or market opportunity.

Publicly traded UK's Best Workplaces have demonstrated significant financial strength, outperforming the FTSE All-Share Index by four times over a 23-year period. This highly competitive list of employers does not overly favour high-profile sectors like technology or finance; it proudly features successful companies from diverse fields, including hospitality, retail, and manufacturing.

The data is clear: Building trust with employees is great for business.

Source: [The Culture Dividend](#)



Engagement Segments Within Global Workplaces

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.

18%

ACTIVELY DISENGAGED

Actively disengaged employees aren't just unhappy at work — they are resentful that their needs aren't being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

59%

NOT ENGAGED

Not engaged employees are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.

23%

ENGAGED

Engaged employees are highly involved in and enthusiastic about their work and workplace. They are psychological "owners," drive performance and innovation, and move the organization forward.

2023 Gallup World Poll, Global Employee MOC: 81 point. Percentages for best-practice organizations are averages across 2022 Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data (2021) — not the year that Gallup named the award winners.

The Scale of the Research

Gallup's 11th edition Q12 meta-analysis — the largest study of its kind — examined data from 736 research studies across 347 organisations in 53 industries, covering employees in 90 countries, and analysed 183,806 business and work units including over 3.3 million employees. [Gallup](#) This isn't a small sample or a single-country study — it's the most comprehensive body of evidence on this topic that exists.

The Hard Commercial Numbers

Comparing top-quartile versus bottom-quartile engagement teams, the differences in business outcomes are striking:

- Top-quartile business units achieved **23% higher profit** than bottom-quartile units. [Gallup](#)
- Engaged teams deliver **17% higher productivity** and **10% higher customer loyalty**. [ExtensisHR](#)
- Organisations that are best at engaging employees achieve **earnings-per-share growth more than four times** that of their competitors. [Gallup](#)
- Top-quartile engagement teams experience **81% lower absenteeism** than bottom-quartile teams. [HR Cloud](#)

The Items That Matter for Engagement – Gallup's Q12®

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
GROWTH <i>How do I grow?</i>	Q12. This last year, I have had opportunities at work to learn and grow.	Challenge me.
	Q11. In the last six months, someone at work has talked to me about my progress.	Help me review my contributions.
TEAMWORK <i>Do I belong?</i>	Q10. I have a best friend at work.	Help me build mutual trust.
	Q09. My associates or fellow employees are committed to doing quality work.	Help me feel proud.
	Q08. The mission or purpose of my company makes me feel my job is important.	Help me see my importance.
	Q07. At work, my opinions seem to count.	Hear me.
INDIVIDUAL CONTRIBUTION <i>What do I give?</i>	Q06. There is someone at work who encourages my development.	Help me grow.
	Q05. My supervisor, or someone at work, seems to care about me as a person.	Care about me.
	Q04. In the last seven days, I have received recognition or praise for doing good work.	Help me see my value.
	Q03. At work, I have the opportunity to do what I do best every day.	Know me.
BASIC NEEDS <i>What do I get?</i>	Q02. I have the materials and equipment I need to do my work right.	Free me from unnecessary stress.
	Q01. I know what is expected of me at work.	Focus me.
OVERALL SATISFACTION	Q00. How satisfied are you with your company as a place to work?	

What have you learned from undertaking the Gallup Q12 survey?

Praise versus expectations?

Best friend?

Materials & equipment?
Bigger picture

I know what's expected of me at work

Roles & responsibilities



